Business Technology Alignment
Process Reference Guide

Version 1.1

March 1, 2002

1 *Executive Summary*

SFA's Business-Technology Alignment (BTA) process aligns technology related decisions to business needs and priorities. It is used to help new development efforts follow SFA's technology standards and facilitate identification and agreement of new standards as new technologies are introduced into SFA. SFA's BTA process utilizes a pragmatic, "just-in-time" approach to development of technical architecture standards. The approach is to develop and recommend technical standards on an as-needed basis for the specific project needs while taking an enterprise perspective. The BTA process consists of four main phases, each consisting of multiple activities, as depicted below:

Phases	1. Issue Identification and Scoping	2. Analysis and Recommendation	3. Acceptance	4. Communication and Documentation
Activities	• Identify issue: - need for technical standard - introduction of new technology • Escalate Issue • Scope the issue	• Sponsor analysis • Assign responsibility for analysis • Conduct analysis • Perform due diligence: ASG Review • Recommend standards	• Select option (if appropriate): AWG Review • Request additional analysis, or accept recommendation(s)	• Document and communicate new standards • Implement recommended solution(s)

The major activities are summarized below:

Phase	Activity	Performed By	Action Taken
1. Issue Identification and Scoping	Identify issue: - need for technical standard - introduction of new technology	Project technical lead, or Enterprise Architecture Technical Lead, or - CIO staff	Escalate issue to one of the following: - Modernization Initiative Technical Architecture Lead. 　The current contact point is Paul J. Peck. (Tel: 202-962-0753; email: paul.j.peck@accenture.com) - BTA Administration Lead. 　The current contact point is Karen Anderson. (Tel: 202-962-0755; email: karen.anderson @accenture.com)

Phase	Activity	Performed By	Action Taken

1. Issue Identification and Scoping	Scope issue	AWG and ASG Leads together initiate scoping effort through Subject area specialist(s)	- Ascertain extent of business need and sponsorship for investigation of issue:
			
			  - Development of recommendations for technical standards
			
			  - Introduction of new technology
			
			- Estimate effort and cost involved in investigation of issue development of recommendations

2. Analysis and Recommend-ations	Sponsor the analysis	AWG business unit representative for major project needing to address issue	- Based on identified business need, explicitly sponsors effort to develop recommendations for standards, and/or assess benefits and impact on SFA from introduction of new technology - Scope of analysis driven by needs of business initiative - Recommendations to take enterprise-wide view, rather than project specific view
	Assign responsibility for analysis	Jointly by: - AWG Lead - ASG Lead	- Agree with sponsor, the appropriate resources, budget and source for conducting analysis
	Conduct analysis	Subject area specialists from SFA CIO staff and Modernization Partner, as agreed in previous activity	- Develop recommendations for SFA enterprise-wide standards for issue, as scoped
	Perform due diligence	Architecture Support Group (ASG)	- Assess that all appropriate areas are covered, and options considered
3. Acceptance	Accept the analysis and select option, if appropriate	Architecture Working Group (AWG)	- Review recommendations for business applicability and relevance - Accept recommendations or provide guidance for further analysis
4. Communicat-ion and Documentati on	Inform Senior Leadership Team	- AWG Lead	- Summarize acceptance of recommended guidelines by AWG and inform Senior Leadership Team as part of regular reporting cycle

Phase	Activity	Performed By	Action Taken
	Communicate the new standard(s) guidelines	AWG/ASG Coordinator	Communicate standards guidelines to: - Mod Partner Leadership Team during Tuesday Leadership meeting - Mod Partner and CIO technical leads via email and/or presentation - Business Technical staff via email
	Document the new standard guidelines	- AWG/ASG Coordinator - SFA CIO staff	- Document standards guidelines in SFA Technical Policies and Standards Guide - Update relevant documentation, as appropriate
	Implement the standards	Project teams	- Incorporate recommended guidelines in solution design

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3 Purpose and Scope

SFA's Business-Technology Alignment (BTA) process aligns technology related decisions to business needs and priorities. It is used to help new development efforts follow SFA's technology standards. This helps address risks of implementing solutions that do not follow enterprise technology standards, and do not integrate or do not effectively support the business. Not following the enterprise technology standards poses a risk of increasing the complexity and cost of implementing and maintaining SFA's applications. Projects that incorporate non-standard SFA technologies may incur additional and unnecessary costs to test, integrate, maintain, operate and staff the solution.

3.1 Purpose

The purpose of BTA is to help ensure that IT investments support SFA's key business objectives and maintain business relevancy for technology related decisions. It provides repeatable processes and organization for:
- Facilitating technology related decisions that impact the business.
- Introducing new technology.
- Changing the IT architecture standards.
- Assisting projects to ensure they are following SFA technical standards

By implementing the BTA organization and processes SFA benefits in the following areas:
- Business relevancy of technology decisions;
- Technology alignment and management;
- Budgetary control;
- Communication effectiveness;
- Legislative compliance.

3.2 Scope

The scope of Business Technology Alignment (BTA) process within the SFA Modernization effort includes changes to:

- Application technical standards;
- Data standards;
- Security technology standards;

The BTA process and organization are designed to facilitate and support project teams, technical specialists and business leadership representatives to address technical architecture decisions. The BTA organization entities are meant to work with and support technology project teams. The BTA organization has intentionally been designed to be small, with a very limited budget, and is not designed to conduct technical analysis on behalf of project teams.

4 Organization, Responsibilities and Resources

The BTA is facilitated by two main organizational bodies:

- The Architecture Working Group (AWG).
- The Architecture Support Group (ASG).

4.1 Architecture Working Group (AWG)

4.1.1 AWG Characteristics

The AWG consists of:

- Permanent members who are business representatives and technical architects.
- Approximately 75% business representation: from Business Units, Modernization Partner, SFA CIO and major projects.
- The AWG lead, who is elected by the AWG members. The role rotates among the members every three months. The AWG Lead specifies the agenda and chairs the meetings

4.1.2 AWG Responsibilities

Responsibilities of the AWG include:

- Understand implications of technical issues on the business.
- Raise issues/exceptions to the Investment Review Board (IRB) for resolution, as necessary.
- Make recommendations (with implications, risks and costs) to IRB for setting direction.
- Provide sponsorship for business-technology alignment efforts, such as development of architecture standards - this helps ensure there is a specific business need for necessary analyses.
- Identify and communicate existing and emerging business-technology alignment issues between the business units and the AWG/ASG membership

Note: The charter of the AWG is included in Appendix A.

4.1.3 AWG Members:

The current members of the AWG are:

Students Channel	Robert Laurence
Financial Partners	Anna Allen
Schools Channel	Paul Hill
CFO	Paul Stonner (also, AWG Lead)

Acquisition & Contracts Performance (A&CP)   John Gaeta / Kay Ely

SFA CIO   Denise Hill.

Mod. Partner Enterprise Integration   John Bogasky

Mod. Partner Chief Ent. Architect   Paul Peck

Virtual Data Center (VDC)   Jerry Ryznar / Ray Thomas

4.2   Architecture Support Group (ASG)

4.2.1 ASG Characteristics

The ASG consists of individuals with deep technical expertise, who are:

- "Trusted Advisors" available to projects for consultation and coaching.
- A pool of experienced resources called upon to discuss technology issues and make recommendations.
- The major-project architecture leads from SFA, Modernization Partner and SFA CIO.
- Called-upon by the AWG on an "as-needed" basis to address specific technology architecture and standards issues.

4.2.2 ASG Responsibilities

The main responsibilities of the ASG include:

- Consultative roles to projects regarding interpretation, impact, the reasoning behind the technology choices, and advise on issues of migration to SFA IT architecture and standards.
- Reviews with Project Teams, when needed, and identification of issues for AWG attention.
- Maintenance and publication of architecture documentation.
- Determination of when smaller or larger changes to architecture are required and shepherding these through the approval process.
- Conducting detailed technology, cost and risk evaluations fro new technologies.
- Driving the overall enterprise architecture process, and creating and maintaining deliverables.

4.2.3 ASG Members

The ASG consists of the following representatives:

Representing	Subject Area Covered	SFA Representative(s)	Modernization/ Operations Partner Representative(s)
Enterprise Infrastructure	EAI	Ganesh Reddy	Paul J. Peck
	ITA	Ganesh Reddy	Alex Lefur
	Security	Andy Boots	Mike Bruce
	Data	Kathryn Pirnia, Jim Greene	Shyam Pai
	Standards and Architecture	Bill Bush	Karen Anderson
	VDC Operations	Keith Wilson	David C. Lass (CSC)
	Operations Infrastructure	Keith Wilson	
	Network Infrastructure	David Elliott	
Projects	COD	Paul Hill	Paul Peck
	FMS	Paul Stoner	Jeff Ross
	FAFSA	Jeanne Saunders	Chris Paladino
	Consistent Answers		Darrel Cravens
	Common Servicing (eServicing, DMCS)	Robert Laurence	John Coleman
	Portals	Steve Allison	Jacqueline Dufort
	Lender Redesign	Tony Magro	Reggie Ewing
	Single Sign-on		Mike Bruce
	Electronics Record Management (ERM)	Cheryl Queen	Bill Walsleben
AWG-ASG Coordination	CIO ITM	Denise Hill	Paul Peck
	BTA Administration Support		Bill Malyszka

5 Business-Technology Alignment (BTA) Process

SFA's BTA process is designed to address the following "issues":

- Need for definition of a new SFA technical standard.
- Need to evaluate the business value of introducing a new technology into SFA.

The BTA process utilizes a pragmatic, "just-in-time" approach to development of technical architecture standards and evaluation of appropriateness of a new technology for SFA. The approach is to conduct the necessary assessments and develop recommendations on an as-needed basis for the specific project need while taking an enterprise perspective. Thus, when a need for a SFA technical standard is identified by a project, an effort is initiated to identify options, conduct the necessary analysis and make recommendations driven by the needs of that particular project, but based on the most appropriate tradeoffs and benefits from a SFA-wide perspective. This helps to focus effort and the limited resources where they are most needed and are most impactful, while continuing to populate SFA's technical standards guide.

The BTA process consists of four main phases, each consisting of multiple activities, as depicted below:

Phases	1. Issue Identification and Scoping	2. Analysis and Recommendation	3. Acceptance	4. Communications and Documentation

Activities	• Identify issue:
	  - need for technical standard
	  - introduction of new technology
	• Escalate Issue
	• Scope the issue
		• Sponsor analysis
		• Assign responsibility for analysis
		• Conduct analysis
		• Perform due diligence: ASG Review
		• Recommend standards
			• Select option (if appropriate): AWG Review
			• Request additional analysis, or accept recommendation(s)
				• Document and communicate new standards
				• Implement recommended solution(s)

5.1 Issue Identification, Escalation and Scoping

5.1.1 Issue Identification

An issue may consist of one or more of the following:

- Need for definition of a technical standard.
- Need to evaluate the value of introducing a new technology into SFA.

Issues may be identified by multiple sources:

Project Teams	During project design or solution development phase when a project team decides to use technology not previously employed in SFA solutions.
CIO Staff	During regular review and updates of SFA's technical standards, or when a new technology is planned to be introduced into SFA.
Technical Architecture Lead	During regular cross-architecture meeting to discuss solution integration issues.

5.1.2 Issue Escalation

Two main contact points are available for escalating the issue to be addressed by BTA organization. These are:

- Modernization Initiative Technical Architecture Lead.
    - The current contact point is Paul J. Peck.
    - Tel: 202.962.0753
    - Email: paul.j.peck@accenture.com

- BTA Administration Lead.
    - The current contact point is Karen Anderson.
    - Tel: 202.962.0755
    - Email: karen.Anderson@accenture.com

5.1.3 Scoping the Issue

Once the issue has been identified and communicated to either of the two contacts, they will contact the relevant subject area specialist(s), and will scope the need for the standard, together with the AWG and ASG coordinators (see example and template in Appendix B). Elements considered when scoping the issue include:

- Which projects/initiatives are driving the need for this technical standard?
- Is the need for the technical standard likely to be relevant to the enterprise, or is it limited to a small specific area only?
- Is there business unit sponsorship for expending effort to research and identify relevant technical enterprise standard(s)?
- How much effort will be needed to research and identify relevant technical enterprise standard(s)?

Once it is determined that the issues lies within the scope of the BTA, a business member of the AWG must be identified to sponsor investigation of the issue. This is to help ensure that there is a business relevant need which will guide investigation of the issue and development of the recommendations.

5.2   Analysis and Recommendations

5.2.1 Sponsor Analysis

Any task force setup to investigate an issue and develop recommendations must be sponsored by the AWG. At least one business member of the AWG is needed to sponsor the analysis and development of recommendations. Generally, this will be the business unit representative whose project has the need for the issue to be addressed. The responsibilities of the sponsor include:

- Help scope the boundaries of the analysis and the needed recommendations, and focus the analysis on issues most relevant to the business project.
- Ensure sufficient and appropriate business unit representatives are available to provide guidance for development of the recommendations.
- Ensure that the recommendations are not limited to a single business unit view only, but that they address an SFA wide perspective.

5.2.2 Assign Responsibility for Analysis

Once the AWG has sponsored investigation of an issue, a task force is identified to conduct the effort. This task force may consist of one or more subject area specialists from the ASG. Members of the taskforce will be identified jointly by the:

- SFA CIO EITM Lead.
- Modernization Partner Chief Technical Architect.

Funding for the investigative effort will be agreed by the:

- SFA CIO EITM Lead.
- Modernization Partner Chief Technical Architect.
- Architecture Working Group (AWG).

Development of the recommendations will generally be conducted by the enterprise subject area specialist(s) who are members of the Architecture Support Group (ASG).

5.2.3 Conduct Analysis

Analysis of the issue and development of recommendations is carried out by the ASG members identified in step 5.2.2 above. The outcome of the analysis is a "White Paper" capturing the evaluation and recommendations. Once appropriate due diligence has been carried out, the white paper will provide the guidelines for technical standards that projects will need to follow. The white paper will also provide the basis of any changes that may need to be made to SFA's technical standards. A template for the white paper is included in Appendix C, and a table of contents is suggested below:

- Introduction.
- Context.
- Scope.
- Assessing the need for [the issue-solution].
- Description of possible solutions.
- Technical recommendations.
- Implications of recommendations:
    - Existing systems.
    - New systems
    - Systems under construction.
- Appendices.

5.2.4 Conduct Modernization Partner Reviews

The recommendations developed during the Conduct Analysis activity are reviewed by the Modernization Partner in two stages:

i. The drafted recommendations are reviewed by Modernization Partner Enterprise Infrastructure leads (e.g. EAI, ITA, Security, Data, Operational Infrastructure, Network Infrastructure, and Standards and Architecture). It is recommended that this review be conducted during a group workshop session. Key topics discussed include:

- Where are the gaps? Which areas or perspectives are not covered?
- Do the recommendations seem reasonable?
- What are implications of scope and recommendations from the complete SFA technical architecture perspective?
- What are the implications of adopting these recommendations from different perspectives:
    a. VDC: what preparations does the VDC need to make?
    b. Business channels.
    c. Modernization Partner groups: current projects, EAI, ITA.
    d. Legacy systems.
- What are technical implications for domestic and international users and systems?
- How will the recommendations affect current and planned Modernization Partner and other SFA initiatives?

ii. A summary of drafted recommendations, and their implications for Modernization projects, are presented at the weekly Leadership Meeting (Tuesday afternoon meeting).

5.2.5 Perform Due Diligence: ASG Reviews

There are three steps in this activity:
   i. Review by SFA Enterprise Infrastructure ASG representatives.

ii.   Comments from SFA and Modernization Partner project and technical leads (ASG members).

iii.   Finalization of whitepaper for presentation to AWG.

5.2.5.1 Review by SFA Enterprise Infrastructure Leads

i.   At completion of the Modernization Partner Review, the recommendations are reviewed by SFA Enterprise Infrastructure ASG representatives (areas included: . EAI, ITA, Security, Data, VDC Operations, Operational Infrastructure, Network Infrastructure, and Standards and Architecture). Key topics discussed include:

- Where are the gaps? Which areas or perspectives are not covered?
- Do the recommendations seem reasonable?
- What are implications of scope and recommendations from the complete SFA technical architecture perspective?
- What are the implications of adopting these recommendations from different perspectives:
    a. VDC: what preparations does the VDC need to make?
    b. Business channels.
    c. Current and planned initiatives.
    d. Legacy systems.
- What are technical implications for domestic and international users and systems?
- How will the recommendations affect current and planned Modernization Partner and other SFA initiatives?

ii.   The white paper is circulated to the SFA and Modernization Partner Project and Technical Leads for comments.

        After comments from the SFA Enterprise Infrastructure Leads are incorporated into the white paper, it is circulated to the SFA and Modernization Partner project and technical leads/representatives for comments.

iii.   Finalize white paper for presentation to the AWG for acceptance of guidelines.

        The white paper is circulated to the AWG prior to the meeting, and a summary prepared for presentation. An example of the presentation is attached in Appendix D

5.3   Acceptance of Recommendations by AWG

5.3.1 AWG Review and Acceptance

An executive summary of the recommendations and supporting reasons are presented to the AWG. The AWG reviews the recommendations and either agrees with them or provides guidance on further analysis to be conducted. Key questions addressed by the AWG during this review include:

- How do the recommendations impact each of the business units and their legacy, current and planned systems?
- What additional funding will be required to implement the guidelines, and will this be acceptable to the business units?
- What are the implications of not implementing the recommended guidelines?

A majority of the business unit representatives is needed to obtain agreement of the recommendations. The decision of the AWG will then be summarized and communicated to the SFA Senior Leadership.

5.4   Communication and Documentation

Agreement of the recommendations by the AWG is communicated and documented as follows:

What is communicated	To Whom, How	By Whom
i. Summary of recommended guidelines and implications for business units	• SFA Senior Leadership Team at the regular communications meeting	• AWG chairperson and/or sponsor of the issue.
ii. Summary of recommended guidelines, implications for business units and for Modernization Projects	• Modernization Partner Leadership Team at the weekly Leadership Team meeting	• Modernization Partner BTA Lead / Chief Technical Architect • Subject Areas Specialist
iii. Summary of recommended guidelines and links to white paper	• SFA and Modernization technical project leads	• BTA Administrator

Appendix A: Charter - Architecture Working Group

1.   OBJECTIVES

The primary objective of the IT Architecture Working Group (AWG) is to help ensure that technology related decisions are based on a full understanding of the implications, tradeoffs and business benefits for SFA as a whole. The AWG helps ensure that:

- Appropriate business input is provided into the decision-making processes;
- Decisions are applicable to, and provide value for, SFA as a whole;
- Technology decisions reinforce and enhance achievement of SFA's business objectives;
- Linkages of how the technology decisions support specific business initiatives are well communicated.
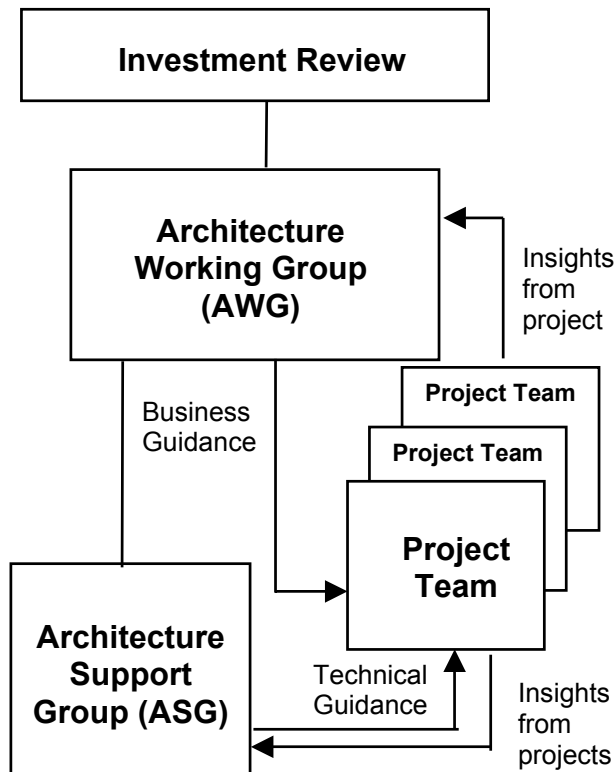
2.   MEMBERSHIP

2.1   AWG Members:

These will be permanent members providing continuity through the life of the group. These members will be regular AWG participants, and stand-ins will occur only in exceptional circumstances, and very infrequently. Approximately 75% of the members will be business representatives. The AWG will consist of:

- o Business representatives from Students, Schools, and Financial Partners channels, and CFO;
- o SFA Deputy CIO EITM;
- o SFA Business Integration Representative;

   o Modernization Partner Business Integration Representative;
   o Modernization Partner Chief Technical Architect.

- Other specialists will be assigned to the AWG on an as-needed basis.
- The AWG Members will identify the need for creation of taskforce(s) (e.g. Mad-dog IPTs) to investigate and report back on specific issues identified and scoped by the AWG.
- In principle, the lead of the AWG will always be a SFA business representative. The term of appointment will rotate each calendar quarter, and the AWG Lead will be reconfirmed or reappointed by the AWG at the end of each term. Key characteristics of the individual fulfilling this role are:
    - o SFA business representative, trusted and well regarded by business leadership;
    - o Good understanding of technology and how it impacts the business;

2.2 Architecture Support Group (ASG)

The AWG members will be assisted by the Architecture Support Group (ASG) consisting of the following:

- SFA CIO staff;
- Chief Technical Architect;
- ITA/Business specialists;
- Technical representatives from major projects.

2.3 Project Team Representatives:

These are business and technical specialist(s) from projects. These members will interact with the ASG and the AWG through specific issue taskforces, and/or through raising technical standards related issues to the AWG.

3. SCOPE

The scope of responsibilities for the AWG will be all elements <u>impacting the technical standards for technology solutions</u> within SFA as referenced in the SFA ITA Framework.   Specifically these include, but are not limited to:

- Business architecture: specifically, the impact of technology changes on the business;
- IT architectures: information, applications, security, and infrastructure.

The following are specifically out of scope of responsibilities of the AWG:

- Enterprise organization structure;
- HR management issues, except where there is a direct impact on the technical skills requirements/availability, and which have significant business implications for business applications and/or infrastructure solutions.

4.   ROLES AND RESPONSIBILITIES

4.1 Architecture Working Group (AWG)

The AWG will represent business unit interests, and help ensure that technology related decisions are based on a full understanding of the implications of tradeoffs and business benefits for SFA as a whole. It will raise issues for resolution to the Investment Review Board (IRB)/ Management Council (MC), as appropriate. Responsibilities of the AWG Members include:

- Understand implications for the business and the Enterprise IT Architecture of the technology changes being considered;
- Advise on business and technical issues of migration of solution design and technology to standards;
- Raise issues/exceptions arising out of project needs to IRB/MC for resolution, as appropriate;
- Make recommendations (with implications, risks and costs) to IRB/MC for setting direction.

4.2   Architecture Support Group (ASG)

The Architecture Support Group (ASG) will perform a coaching, advisory and consulting role to the project teams providing best practices and insights from experiences across projects and SFA.   ASG representatives will provide guidance to projects through involvement at key checkpoints in the SFA Solution Life Cycle (SLC) process. The responsibilities of the ASG will be to:

- Act as consultants to projects, through peer group reviews, especially during early phases (e.g. Vision and Definition) regarding interpretation, impact, and the reasoning behind the technology choices;
- Conduct detailed technology, cost and risk evaluations, as directed by the AWG;
- Maintain and publish the IT architecture documentation;
- Run education sessions, publicity, demonstrations of architecture and its business benefits;
- Drive the overall enterprise architecture process, creating and maintaining deliverables;
- Determine when smaller or larger changes to architecture are required and shepherd these through the approval process;
- Provide support for AWG meetings e.g. minutes, action items, etc.

4.3   Project Teams

These teams include both business initiatives (COD, FAFSA, eCB, etc.) and technical initiatives (EAI, ITA, SSO, etc.) teams. Responsibilities of the Project Teams include:

- Hear and respond to user requests for exceptions to the published standards and bring these forward to the AWG;
- Incorporate technical architecture standards into solution design, and raise request for exceptions where appropriate;
- Represent the requirements of their projects for technical architecture capabilities and support;

- Bring insights from day-to-day implementation and use of technical architectures.

5.   DECISION MAKING

Decision making within the AWG will be on a consensus basis. A majority of business unit representatives need to be present for the decisions to be valid.
The AWG will also assess when issues need to be escalated to the IRB/MC for resolution. This will occur when consensus is not achieved, or when the proposed changes are expected to significantly impact the business.

6.   FUNDING

Funding for the AWG will be from the operational budget:

- The Business SMEs will be funded through the business, as today. AWG membership will be part of their continuing functional responsibility and role(s);
- The SFA CIO ITM will be funded through the CIO budget;
- The project team representatives will be funded as part of the project, and will be representing the interests of the project on the AWG;
- The Modernization Partner Business Integration Lead will be funded by the Modernization Partner PMO; and the Chief Technical Architect will be funded through the CIO budget. The AWG responsibilities will be part of their on-going role;
- The Architecture Support Group (ASG) will be funded through the CIO budget.

Appendix B: Issue Scoping - Sample

Example: The architecture and standards issue is documented and addressed to the AWG-ASG Coordinator(s).

Encryption

Issue	▪ Privacy data of customers and partners is not appropriately protected - as mandated by law. ▪ There appear to be some commonly accepted solutions for certain situations and lack of clarity on actual SFA policy

Description	▪ The issue is being addressed on an ad-hoc basis and individually being solved on a project by project basis (e.g. eServicing)
	▪ Other applications such as COD are currently addressing the same issue
	▪ An SFA policy needs to address data privacy for at least three cases:
	    ▪ Inside the data center at the data store level (e.g. log-in credentials)
	    ▪ Internet data transfer
	    ▪ Bulk data transfer
	▪ SFA needs to determine which mechanism for protecting data are appropriate, and what the standards and permissible exceptions may be.

Risks	▪ Privacy data not encrypted when sent from SFA systems to partners (e.g. when sent from ACS to NCS for Loan Servicing). ACS, NSC or PSTN employees have physical access to hardware. ▪ Potential of hackers gaining access to network devices and data
Consequences	▪ Potential fines for SFA ▪ Compromised public trust arising from adverse publicity

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Proprietary to Accenture

Appendix C: White Paper Template

SFA Modernization Program

United States Department of Education

Student Financial Assistance

Recommendations by the ASG

For the

Name of Business Issue

White paper

Version x.x

Date

Document Revision History

Version No.	Date	Author	Revisions Made

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INTRODUCTION

SFA's Business-Technology Alignment (BTA) framework utilizes a pragmatic, "just-in-time" approach to the development of technical architecture standards. The approach is to develop and recommend technical standards on an as-needed basis for the specific project need while taking an enterprise perspective. Thus, when a need for a SFA technical standard is identified by a project, an effort is initiated to identify options, conduct the necessary analysis and make recommendations driven by the needs of that particular project, but based on the most appropriate benefits and tradeoffs from a SFA-wide perspective. This focuses the effort and the limited resources where they are most needed and will make the greatest impact, while continuing to populate SFA's technical standards guide.

This document describes the issue triggering the need for ….

 This document addresses recommendations…

Context

Describe why this is important, the associated risks of not addressing the need, what areas it has impacted, what the AWG has requested the ASG to do. Include any diagrams that would provide additional context.

This request follows the procedures of the Business Technology Alignment (BTA) framework developed by SFA.

Scope

SFA system managers require standard procedures to encrypt and protect sensitive application data that is transmitted to meet their overall business needs. This document provides proposed recommendations for:

- ? Data transmissions between the SFA and external systems through the PSTN.
- ? Application-to-application transmission.
- ? Application-to-end user via the Internet.

This document does not address the following:

- ? xx
- ? xx
- ? xx

These represent future topics to be addressed by the Architecture Working Group.

Assessing the Business Need

Provide a description of the SFA business issue. Include why is this is an organizational issue, how it impacts the organization, describe the types of risks/risk assessments associated with the issue, what groups will be impacted, how does this affect the SFA public image, what federal guidelines enforce this, etc. Also include any relevant SFA technical policy standards and definitions.

Descriptions of Possible Technical Solutions

The following are solutions for the **business issue**:

1) <u>Name of Solution</u>
   Functional Description of the solution.
2) <u>Name of Solution</u>
   Functional Description of the solution.
3) <u>Name of Solution</u>
   Functional Description of the solution..
4) <u>Etc….</u>.

Technical Recommendations/Guidelines
Provide the available options that can satisfy the business need. Include what types of applications/groups should 'operationalize' them, how the technical teams would determine how the recommendation/guideline would be applied, what products does SFA currently have available to support the technical aspect of the recommendation/guideline, or it new software & hardware would be required.

1) Name of Recommendation/Guideline.
   Functional description of the recommendation/guideline.
   Rationale: Include why this recommendation/guideline is suitable. Include the high level impact for the projects, SFA & the VDC.
2) Name of Recommendation/Guideline.
   Functional description of the recommendation/guideline.
   Rationale: Include why this recommendation/guideline is suitable. Include the high level impact for the projects, SFA & the VDC.
3) Nnn….
   Functional description of the recommendation/guideline.
   Rationale: Include why this recommendation/guideline is suitable. Include the high level impact for the projects, SFA & the VDC.

** Make technical recommendation(s) conclusion here **

Basis For Recommendation
Describe the basis or reason for selecting this recommendation/guidelines. Include information from other SFA projects, and what that impact was.

Implications of Recommendations

Existing Systems

Provide the recommendation for systems/applications already in the SFA production environment. Address any waivers or 'grandfathering' actions. Describe what the potential risks are to the organization and the business owners by either accepting or rejecting the recommendation.

NewSystems

*Provide the recommendation for new systems/applications that are in the requirements definition stage and have not begun the development. Address any recommendations and requirements that should be considered. Describe what the potential risks are to the organization and the business owners by either accepting or rejecting the recommendation***.**

Systems Under Construction
Provide the recommendation for systems/applications currently have completed the requirements definition and are in the development phase of the project. Address any recommendations and requirements that should be considered. Describe what the potential risks are to the organization and the business owners by either accepting or rejecting the recommendation.

Appendices

Appendix A: Federal, Department of Education, & SFA Policy

The following policies provide guidance regarding the protection of confidential information. The procedures used to protect information must adhere to these policies:

Appendix D: Meeting Minutes Template

Business Technology Alignment (BTA)

Architecture Working Group (AWG) Meeting Minutes

Month, day, year

Location:	820 1st Street, NE, WDC (room XXX), 11:00 –12:00
Members:	
Absent:	
Invitees:	
Agenda:	❑
Issues/Risks:	
New Action Items:	**5.4.1.1 Action:**
Outstanding Action Items (from previous meetings):	**Action from xx/xx/xx:**
Decisions:	
Next AWG Meeting:	

Meeting Discussion Items:

- xx